

# VISION AND STRATEGY 2030

## AIR AND MARINE OPERATIONS

*Safeguarding the Nation from the Air and Sea*



The Air and Marine Operations mission is to safeguard our Nation by anticipating and confronting security threats through our aviation and maritime law enforcement expertise, innovative capabilities, and partnerships at the border and beyond.



U.S. Customs and  
Border Protection







# Foreword from the Executive Assistant Commissioner



Our mission is clear: Air and Marine Operations (AMO) safeguards our nation by anticipating and confronting security threats through our aviation and maritime law enforcement expertise, innovative capabilities, and partnerships at the border and beyond.

AMO Vision and Strategy 2030 is about who we are and the vision of who we want to be. The challenges we face today are different from those we faced when U.S. Customs and Border Protection was created. We must continually assess our capability to adapt to future threats and address the changing needs of our evolving workforce. We developed AMO Vision and Strategy 2030 to provide solutions to the challenges our organization faces and to solidify a clear path to our future.

I truly appreciate all of the time, effort, and commitment from our partners and AMO's staff as we built this vision and strategy together. As we looked beyond the AMO Vision 2025 released in November 2016, we took a "people first" approach to ensure the strategy development and accompanying implementation is a success. AMO Vision and Strategy 2030 highlights the importance of our people operating together—safely, effectively, and proactively—to meet evolving threats with increased emphasis on domain awareness, partnerships, and intelligence, as well as continuing joint operations and exercises.

The vision and strategy we have set out for 2030 is ambitious and will require the unified focus of our entire organization, as well as the ongoing support of our partners. AMO Vision and Strategy 2030 is accompanied by an implementation plan with defined outcomes, milestones, and measures for evaluating our progress. I look forward to your ongoing commitment as we work together to refine, implement, and realize AMO's 2030 vision.

A handwritten signature in black ink, appearing to read "Ed E. Young".

Edward E. Young  
Executive Assistant Commissioner  
Air and Marine Operations

*Safeguarding the Nation from the Air and Sea*  
October 2019



CBP Photo by Kris Grogan

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# Executive Summary

**T**he mission of Air and Marine Operations (AMO) is to safeguard our nation by anticipating and confronting security threats through our aviation and maritime law enforcement expertise, innovative capabilities, and partnerships at the border and beyond. We achieve our mission by monitoring thousands of miles of air, maritime, and land borders around the clock; defending the United States against terrorist threats; detecting and deterring illicit trafficking in persons, drugs, weapons, money, and other goods; and disrupting criminal networks.

AMO Vision and Strategy 2030 ties together a diverse set of mission areas with a unified roadmap that accounts for emerging threats, current and forecasted trends at home and abroad, and a structured plan for ensuring we continue to realize our vision—to be the nation’s leading aviation and maritime law enforcement organization—over the next 10 years.

At the highest levels, the U.S. Department of Homeland Security (DHS) Strategic Plan for Fiscal Years 2020–2024 and U.S. Customs and Border Protection (CBP) Strategy 2020–2025 establish the mission, long-term direction, and strategic goals and objectives for CBP as a whole, and help guide decisions concerning near-term priorities and resource allocations, including those that impact AMO. AMO Vision and Strategy 2030 outlines our plan to execute those goals while planning for the long-term health and effectiveness of AMO.

To accomplish our mission, AMO Vision and Strategy 2030 focuses on five strategic goals. The first goal, **People**, is focused on building and retaining a mission-ready workforce. The second goal, **Safety**, involves fostering a culture of safety. The third goal, **Operations**, is centered on increasing the effectiveness of operations. The fourth goal, **Integration**, involves enhancing and integrating business and resource functions across AMO. The fifth and final goal, **Communication**, is focused on telling AMO’s unique story. These strategic goals are meant to be cross-cutting, with the intent of improving AMO’s execution of each mission area and achieving the vision for 2030.

The goals in AMO Vision and Strategy 2030 ensure our strategic focus is clear, reinforcing the forward momentum that will secure our organization as the nation’s leading aviation and maritime law enforcement organization. The strategy commits us to maintaining the high-caliber workforce that is the crux of our success.



AMO Photo by Edwin Montufar

# Vision and Mission

Our vision statement captures the essence of what defines success for AMO and describes where we want our organization to be by 2030.

**Vision.** *To be the nation's leading aviation and maritime law enforcement organization.*

Our mission statement describes who we are, what we do, and how we execute our unique responsibilities.

**Mission.** *Safeguard our nation by anticipating and confronting security threats through our aviation and maritime law enforcement expertise, innovative capabilities, and partnerships at the border and beyond.*

Safety is embedded in our core values and reflected in all that we do to protect our people and the nation.

## Core Values.

- **Integrity** is our cornerstone. We are guided by the highest ethical and moral principles. Our actions bring honor to ourselves and our agency.
- **Vigilance** is how we ensure the safety of all Americans. We are continuously watchful and alert to deter, detect, and prevent threats to our nation. We demonstrate courage and valor in the protection of our nation.
- **Service to Country** is embodied in the work we do. We are dedicated to defending and upholding the Constitution of the United States. The American people have entrusted us to protect the homeland and defend liberty.







# Mission Areas

AMO's assigned mission areas are established in legislation, departmental and agency strategy and doctrine, and executive orders. AMO has unique and specific authorities within each of these mission areas, and draws on specific functions in carrying them out.

## Air, Maritime, and Land Law Enforcement

AMO is one of the lead federal organizations in aviation and maritime law enforcement, and participates in joint operations with U.S. Border Patrol (USBP), Office of Field Operations (OFO), other DHS components, and other law enforcement agencies. AMO seeks to predict, detect, identify, classify, track, deter, and interdict threats to the continuity of border security of the United States and to safeguard our homeland through the coordinated application of aviation and maritime law enforcement resources within the air, sea, and land. This includes detecting and deterring illicit border crossings; interdicting targets; conducting investigative activities; collecting intelligence; performing patrols and surveillance; and preventing the import/export of illegal merchandise and contraband.

## Domain Awareness

To achieve air and maritime security, AMO requires air and maritime domain awareness. This refers to the ability to continuously detect, monitor, and track all potential airborne or maritime threats operating within or approaching U.S. borders in diverse environments varying in weather, terrain, and lighting conditions. Domain awareness for land surveillance includes situational awareness coordination with USBP to enable the detection, identification, classification, and tracking of land threats using a variety of capabilities. Situational awareness is a more comprehensive understanding of a domain; it fuses domain awareness with information and intelligence that provides a detailed overview of the operating environment. Both domain and situational awareness are critical elements in AMO's ability to successfully execute the surveillance continuum of predicting, detecting, tracking, identifying, classifying, responding, and resolving threats.



AMO Photo





CBP Photo by Josh Denmark

## Extended Border and Foreign Operations

AMO's extended border and foreign operations include U.S. and foreign government partners. This mission area involves detecting, identifying, classifying, tracking, and interdicting targets and exploiting signals in the Source and Transit Zones while conducting combined and joint operations, such as missions conducted in the Western and Southern hemispheres. These operations foster partnerships with foreign governments and collaboration with foreign law enforcement operations. Examples include extraditing prisoners, performing counter-illicit trafficking operations with foreign government host nation riders, and coordinating with foreign government air and surface assets.

## Contingency and National Security Operations

AMO provides aviation and maritime expertise, observation, and protection, and other related air and marine capabilities as part of a whole-of-government approach to major and large-scale incidents. For contingency operations, such as disaster response, AMO coordinates domestically and internationally as necessary with CBP components, such as USBP and OFO, as well as international, federal, state, and local law enforcement and other government agencies. Contingency and national security operations include, but are not limited to search and rescue operations, federal disaster relief, humanitarian relief, designated National Special Security Event, terror threat response, active shooter incidents, and partnering with non-law enforcement foreign operations for training and exercises.







# Background

## History of AMO

Following the September 11, 2001, terrorist attacks against the United States, the newly formed DHS combined 22 federal departments and agencies into one unified department. Legacy air and marine programs from the U.S. Customs Service and USBP were integrated into two newly created agencies, U.S. Immigration and Customs Enforcement (ICE) and CBP, respectively. In 2005, legacy Customs air and marine programs transferred from ICE to CBP, aligning all air and marine law enforcement personnel, missions, and assets into one agency.

On January 17, 2006, AMO was created and formed a specialized component, merging legacy air and marine programs from Customs and USBP into one organization. This joining of forces paved the way for AMO to make a significant impact in defending our nation's borders.

## Purpose

The purpose of AMO Vision and Strategy 2030 is to:

- Provide AMO with a unified framework to guide the development of policies, operational requirements, resource planning, and training;
- Acquire and maintain a fleet of aircraft and vessels; and,
- Set organizational priorities to ensure accomplishment of AMO's strategic goals and objectives.

As momentum builds around the goals and objectives, AMO will better accomplish the mission and, over time, move closer to accomplishing the vision.

The goals, objectives, and initiatives in AMO Vision and Strategy 2030 do not include all day-to-day mission tasks. Instead, they represent the most critical organizational steps we must take as we prepare for the future.

Today, AMO has approximately 74 operating locations throughout the United States. Specifically, there are branches and air and marine units located in the Northern, Southwest, and Southeast Regions. Additionally, AMO has National Air Security Operations Centers, domain awareness centers, and training centers throughout the country. All of these operating locations are strategically located to serve our mission.

AMO has accomplished much over the course of this time period. Our storied history affords us a unique combination of authorities, capabilities, personnel, and expertise that is unmatched in the air and maritime domains. Put simply, with approximately 1,650 federal employees, 250 aircraft, 280 vessels, and a critical contingent of mission and contract support, AMO represents one of the largest unified federal aviation and maritime law enforcement entities in the nation.



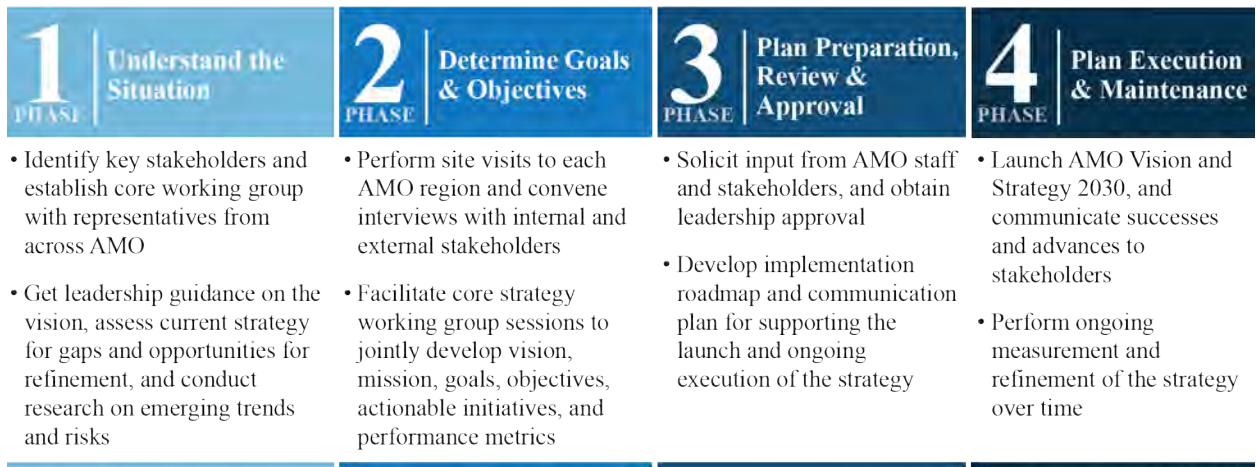
## Strategy Development Process

As summarized in *Figure 1*, AMO took a structured, yet flexible, approach to developing the new strategy. This involved:

- Forming a core strategy working group comprised of agents, operators, intelligence specialists, and mission support staff;
- Conducting extensive internal and external partner interviews to understand the ever-changing operational environment, our partners' emerging priorities, and opportunities to strengthen relationships; and,
- Enabling all AMO employees to review and give feedback on AMO Vision and Strategy 2030 framework.

Instead of re-creating AMO's previous Vision 2025 strategy, we evaluated it for relevancy to our current operational environment and identified strengths and opportunities for improvement. We developed a new organizational way forward that meets AMO's evolving mission needs and aligns with the DHS Strategic Plan for Fiscal Years 2020–2024 and CBP Strategy 2020–2025. AMO's workforce at all levels—leadership, agents, operators, engineers, intelligence specialists, and mission support— and internal and external stakeholders participated in the development of AMO Vision and Strategy 2030.

*Figure 1: AMO's Approach to Developing AMO Vision and Strategy 2030*



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AMO Photo by Edwin Montufar







# External Environment

## Trends

The multifaceted emerging threats to our nation continue to evolve together with the latest trends in government and commercial industry at home and abroad. AMO Vision and Strategy 2030 accounts for and will be

able to adapt to projected advancements, trends, and innovations through fiscal year 2030. This includes the forecasted trends depicted in *Figure 2*.

Figure 2: Forecasted Trends

 Competitive Workforce Hiring & Retention	 Emerging Technology	 Aging Air & Marine Fleet	 Evolving Communication Platforms
<ul style="list-style-type: none"><li>• Aviation industry experts forecast an increasing demand and shrinking inventory of qualified pilots</li><li>• Industry training programs focus on evolving training tactics such as micro-learning, virtual/online adaptive education, and advanced qualification programs (AQP) tailored to a diverse age range</li><li>• Evolving communications platforms in recruitment marketing target applicant demographics, tailor messaging, and leverage social media to increase awareness</li></ul>	<ul style="list-style-type: none"><li>• Sensor technology of smaller size, lightweight, low-profile, and unattended ground systems.</li><li>• Increasing affordability and accelerated adoption of cutting-edge technologies (e.g., sensors, cameras, GPS, unmanned systems)</li><li>• Ability to transmit real-time, actionable information by linking a vast network of sensor-equipped aircraft and vessels to an integrated common operating picture platform</li><li>• Improved maritime vessel domain awareness, unbranded assets with high-mounted maritime search radar, mission management systems, robust datalinks, and radio communications</li></ul>	<ul style="list-style-type: none"><li>• Commercial industry-standard fleet inventory, reducing the need to replace/repair aging assets and outdated technology</li><li>• Evolving fleet with the surveillance and logistics capabilities to detect emerging threats and tactics</li><li>• Unmanned Air Systems (UAS) with increased sensor ability to provide real-time data to patrols and operators</li><li>• Agile acquisition planning that accounts for aging assets and timed procurement in sync with technology maturation forecasts</li></ul>	<ul style="list-style-type: none"><li>• Shift towards mission-driven brands, like CBP Go Beyond campaign, applicable across a diverse range of gender, age, and ethnicity</li><li>• Economies of scale and broader reach through increasing use of social media and user generated content to complement AMO-driven messaging</li><li>• Leverage digital media's capability to target audiences and the ability to track and optimize user statistics in real-time</li></ul>

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AMO Photo

## Risks and Threats

AMO Vision and Strategy 2030 provides guidance on a unified way for the organization to respond to emerging and approaching threats. It must be flexible enough to account for the regional differences in the threats, risks, and operational environments depicted in *Figure 3*.

There are common risks across every region; these include personnel and asset shortages, drug trafficking, human smuggling, maritime smuggling, natural disasters, and gaps in air and maritime domain awareness. Sophisticated smugglers use go-fast vessels, air smuggling, and other elusive travel methods that

allow terrorists, human smugglers, drug traffickers, and transnational criminal organizations to evade border enforcement along the nearly 6,000 miles of land border and 95,000 miles of shoreline around the United States. To detect and monitor illicit activity transiting across air, maritime, and land borders, the gaps in air and maritime domain awareness across all of AMO's operational environments need to be closed. An increase in personnel and assets across all the AMO regions would improve identification, response, deterrence, and interdiction of these threats to our nation.

Figure 3: Regionally Specific Risks and Threats





# Goals and Objectives

AMO Vision and Strategy 2030 is ambitious and can only be accomplished with focus on our five strategic goals depicted in *Figure 4*. A deliberate focus on each of these goals and objectives will improve AMO’s execution of the mission.

Figure 4: Five Strategic Goals



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AMO Photo





**EAA TOOLS**  
H-207-23 Comprehensive Tool Kit,  
BASIC & PLUS  
ITEM:  
11100-00-00 (BASIC & PLUS)  
PART: 00-00-00  
PLUS: 00-00-00





## People: *Build a Mission-Ready Workforce*

AMO's ability to carry out its the mission rests heavily on the skills and professionalism of our people. AMO requires a well-trained, specialized workforce that is empowered, supported, and equipped for success. From Air Interdiction Agents, Aviation Enforcement Agents, Marine Interdiction Agents, and Detection Enforcement Officers, to Flight Engineers, Intelligence Research Specialists, mission support professionals, and more—each and every individual is critical to carry out its mission to safeguard our nation.

AMO faces recruiting and hiring challenges due to a highly competitive job market; global personnel shortages in the aviation industry; changing social views on law enforcement careers; and background and qualification requirements. AMO competes with the commercial aviation sector and other law enforcement agencies for the critical talent necessary to perform our complex mission. AMO will respond to these trends and competition by focusing on recruitment and retention to ensure staffing levels meet mission requirements.

Additionally, AMO will enable our employees to have rewarding careers by offering training, professional development, and advancement opportunities. Overall, the AMO workforce and their safety, families, health, well-being, and professional growth is the foundation of this organization and the most important asset required to accomplish the mission.

### Objective 1: Improve AMO Recruitment, Hiring, and Retention

AMO has made a number of improvements to recruitment and hiring in recent years. This includes a revised hiring process for veterans; risk-based fast-tracking of qualified applicants; an enhanced recruitment brand; policy enhancements; and, improved applicant care. Challenges still exist with meeting hiring targets and staying ahead of attrition, both voluntary and retirement-related. AMO will continue to transform recruiting, streamline, and improve retention to ensure staffing levels meet mission requirements.

#### Outcome Staffing Levels Meet Mission Requirements

- |             |  |
|-------------|--|
| Initiatives | <ul style="list-style-type: none"><li>• Assess and determine requirements to properly resource AMO's recruitment functions</li><li>• Develop recruitment sources and activities tailored to specific positions and priorities</li><li>• Evaluate and amend core qualifications and specialized experience requirements</li><li>• Explore and implement additional retention approaches</li></ul> |
|-------------|--|

## Objective 2: Advance Employee Resilience and Engagement

It is important to create a safe working environment that promotes trust, supports high levels of engagement, and provides proactive employee support. This will be helped by establishing programs that promote wellness, improve our employees' capacity to deal with stress, and foster work-life balance. Encouraging work-life balance and fostering a positive work environment will build a highly engaged and resilient workforce.

### Outcome

#### Workforce is Resilient and Highly Engaged

### Initiatives

- Formalize and encourage AMO-wide fitness, resiliency, and work-life balance programs
- Enhance employee engagement activities across AMO

## Objective 3: Design Workforce Management Processes

The success of AMO's mission requires appropriate staffing levels for both law enforcement and non-law enforcement personnel, while aligning our workforce with current and emerging threats. This requires leveraging enhanced tools and processes to understand and balance the AMO workforce. Key to this is effective collaboration and communication across all of AMO's human resources and operations support functions.

### Outcome

#### Proper Organizational Alignment Based on Threat and Need

### Initiatives

- Research workforce duties and properly resource functions performed across AMO
- Improve coordination between all AMO human resource-related functions
- Perform threat-based risk assessments to identify and address workforce operational gaps
- Conduct annual assessments of initial duty location prioritization based on threat and need





## Objective 4: Formalize Professional Development and Career Advancement Programs

A well-trained, resilient, and highly engaged workforce is essential to organizational success. Every employee should understand their role in accomplishing AMO's mission. They should also see a clear path for their advancement within the organization. Additionally, AMO employees should understand all critical roles and functions performed across the organization, and the ways in which these roles and functions contribute to mission success. This greater understanding will not only promote organizational empathy, but also assist with identifying innovative ways of working together across the organization to accomplish the mission. Cross-training and leadership development programs at appropriate levels will ensure our employees have the ability to acquire diverse skills and experiences required for advancement. A focus on formalizing professional developmental within AMO will maintain a well-trained workforce and support retention with clear advancement paths.

### Outcome Well-Trained Workforce with Clear Advancement Paths

- Initiatives
- Document and communicate the promotion process and requirements for leadership positions at all levels
  - Convey clear career progression paths for all positions
  - Form a standardized AMO senior leadership training program to grow our future leaders
  - Form a standardized training program for new hires and converting AMO employees
  - Formalize AMO cross-training and operational/organizational familiarization activities for all AMO employees
  - Create internships and entry-level positions for mission support and operational positions
  - Develop a formal field training officer program specific to each area of responsibility
  - Offer leadership development opportunities to employees at appropriate levels for all positions







# 2

## Goal




CBP Photo by Ozzy Trevino

## Safety: *Foster a Culture of Safety*

**S**afety is a priority and an enduring AMO value. Historically, pursuing safe operations was built on reacting to past mistakes and taking corrective actions to prevent occurrence. The intent moving forward is to shift AMO's focus on safety from an occupational requirement to a core part of our culture beginning with our leadership embraced across the workforce.

Transforming a traditionally reactive safety culture has real challenges. The integration of both air and marine operations into a single unified approach to safety is unique to AMO. Fostering a culture of safety and promoting trust across all organizational levels,

including across CBP, requires a systematic and proactive approach. There must also be a focus on standardizing training, equipment, and technology to improve mission performance.

### Objective 1: Fully Integrate the Safety Management System

A Safety Management System (SMS) provides a structured management approach to control risk and proactively identify hazards. AMO's SMS is comprised of the following four pillars:

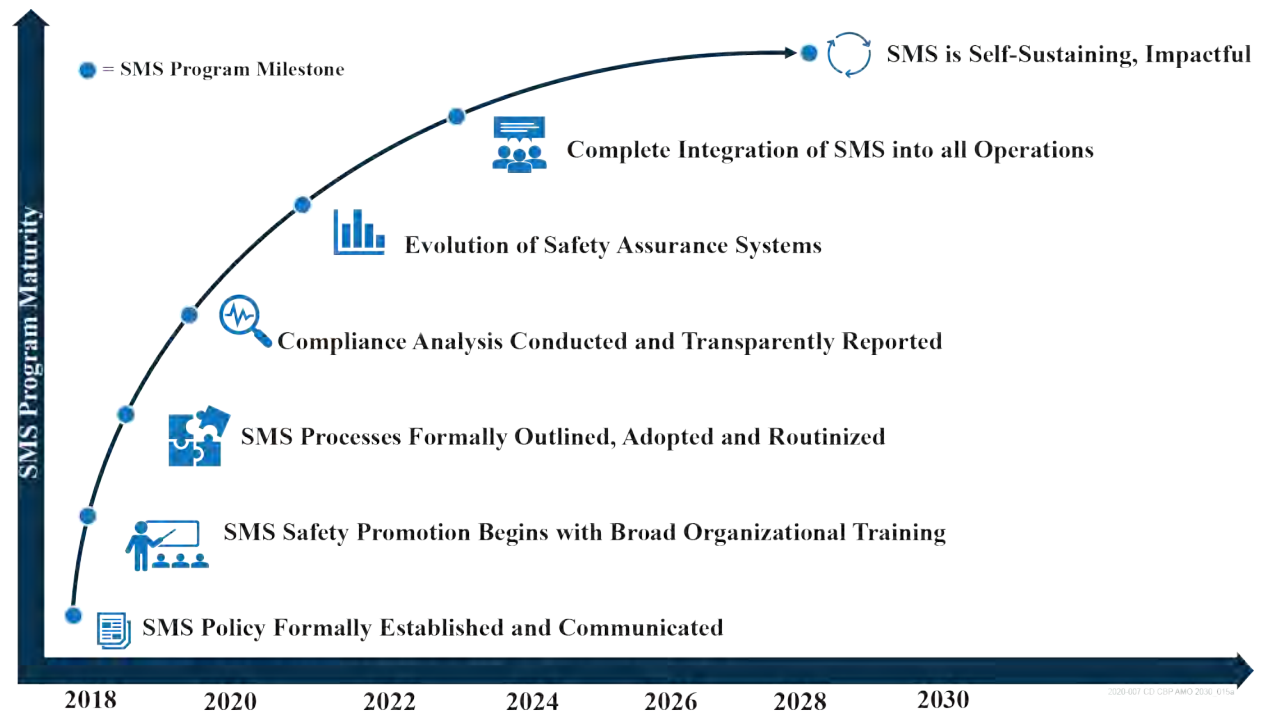
- **Safety Policy.** Structured management approaches, policies, and procedures to control operational safety risks and a commitment to improving safety.
- **Safety Risk Management.** Proactive and reactive processes designed to identify hazards, mitigate threats within operations, and ultimately reduce mishaps, preserve assets, and safeguard the health and wellness of AMO employees.
- **Safety Assurance.** Processes to monitor, measure, and verify the effectiveness of safety and determine if SMS goals are being met (safety assurance ultimately provides management with confidence in the SMS).

#### Outcome SMS is Self-Sustaining and Impactful

- Initiatives**
- Assess, study, and implement ways to reduce injury and foster agent longevity
  - Conduct and communicate periodic AMO-wide safety assessments together with unit inspections
  - Research and offer more safety training methods
  - Expand the role of the Field Safety Officer
  - Collect, document, and communicate safety stories from the field
- 
- **Safety Promotion.** Education, training and other activities focused on communicating management's commitment to safety and providing support for all other SMS processes (safety promotion also includes establishing requirements for safety-related positions and required training for personnel.)

AMO's SMS framework concentrates on controlling processes and structures that impact safety, instead of corrective remedial actions after accidents takes place. AMO will focus on fully implementing SMS as self-sustaining and ingrained across the organization as depicted in *Figure 5*.

Figure 5: SMS Program Maturity and Milestones



AMO's SMS program will promote a "just culture" and enable leadership and all employees to share accountability for safety. Just culture is defined as a culture in which employees are not punished for their actions, omissions, or decisions according to their experience and training; but gross negligence, willful violations, and destructive acts are not tolerated. Management is charged with creating an environment where employees are comfortable disclosing actual and potential incidents. Management encourages organizational learning from incidents and takes action to ensure AMO operates in a safe environment. Implementation of the SMS will enable AMO to continue to promote and foster a just culture.





## Objective 2: Provide Standardized Training, Equipment, and Technology

Standardization is a force multiplier that increases AMO's strategic agility while also mitigating safety risk. Standardization requires a capable and flexible fleet and workforce that is able to quickly respond to shifting threats with minimal changes in training across the organization. AMO will collaborate as necessary with CBP's Office of Information and Technology (OIT) to aggressively pursue standardization of platforms, training, technology, and infrastructure in an effort to improve risk mitigation.

### Outcome

#### Workforce Standardized Training, Equipment and Technology

### Initiatives

- Assess and identify priorities for equipment and technology standardization
- Standardize the fleet to meet mission and operating environment needs
- Institute platform and maintenance training and standards before operationalization











## Operations: *Increase the Effectiveness of Operations*

AMO operates in an environment with increasing demands and sometimes stagnant or decreasing resources. This requires AMO to identify ways to operate more efficiently and effectively use finite resources. It will strengthen AMO's ability to face threats which grow in magnitude and become increasingly sophisticated.

To counter these threats, AMO must build and maintain awareness of the air and maritime domains. AMO must foster stronger partnerships with CBP components; federal, state, and local law enforcement; and partner nations. AMO must focus on interoperability within CBP and improving access to, and sharing of, accurate and timely intelligence concerning threats. Finally, AMO must increase the ability to identify and leverage emerging technologies to counter commercial off-the-

shelf technologies such as drones, night-vision devices, GPS navigation systems, and sophisticated digital encrypted push-to-talk radio communication networks employed by the nation's adversaries.

Improving these key operational areas will provide AMO with a strengthened foundation of systems, technology, and architecture to react decisively and yield maximum effect.

### Objective 1: Close Gaps in Domain Awareness

It is critical to close the gaps in awareness of the threat landscape across all domains. AMO must support improved detection, rapid response, and agent safety. Advancement towards persistent wide-area surveillance will increase understanding of the threat environment and ultimately maximize detection, interdiction, and disruption of illicit activities. AMO's air and maritime domain awareness network, in coordination with USBP's land domain awareness, will expand to effectively share information with partners and collaborate with CBP components. Additionally, the domain awareness network will explore and integrate modern sensor technologies; network foreign and domestic sources of information; and develop surveillance requirements for a persistent and complete awareness of the air and maritime domains.

#### Outcome Persistent Wide-Area Surveillance of the Air and Maritime Domains

- Initiatives
  - Assess and prioritize gaps in domain surveillance and detection
  - Explore domain awareness technology solutions
  - Complete Capability Gap Analysis Process and Joint Requirements Integration and Management documents for addressing gaps in domain awareness
  - Identify and leverage existing international, federal, state, and local government capabilities to address existing domain awareness gaps
  - Enhance DHS Domain Awareness Network with a focus on increased data sharing and enterprise-level unity of effort
  - Advance sustainable unmanned aircraft systems operations to meet mission requirements

## Objective 2: Cultivate Productive Partner Relationships

Strong and effective partnerships are critical to advancing AMO's mission areas. AMO recognizes that partnerships are essential to extending our mission impact beyond AMO's authorities and organic resources. People are the foundation of cultivating and maintaining any productive relationship. AMO liaisons will develop relationships with current and future partners to increase the nation's whole-of-government approach to addressing transnational criminal organizations (TCOs), terrorists, illegal migration, drug trafficking, disaster response, and unmanned technology. Additionally, these partnerships will continue to provide AMO with a more comprehensive understanding of the operational environment. Increased engagement will facilitate collaborative resource allocation planning to further the national security. Leveraging increased engagement and stronger partnerships with federal, state and local law enforcement, as well as partner nations, agencies, and commercial industries, will better enable AMO to accomplish our critical mission of safeguarding our nation.

### Outcome Reciprocal Partnerships Provide Value

- Initiatives**
- Evaluate partnerships based on value and AMO operational gaps
  - Refine partnerships with government, law enforcement, and international partners, and private industry to maximize value exchange, and support strategic and operational outcomes
  - Establish and participate in long range joint planning, training, exercises, and operations with partners to identify operational and resourcing gaps



## Objective 3: Increase Intelligence Capabilities and Operational Performance

Reliable, actionable intelligence is a critical element in the success of operations and strategic decision-making. AMO remains committed to expanding intelligence-gathering, processing, and sharing to enable collected intelligence to drive operations. AMO will foster a unified environment in which all operational personnel work together to address threats and clearly understand their role in CBP's intelligence cycle.

To identify, disrupt, and defeat threat networks, including terrorists, TCOs, and illicit networks, AMO will emphasize an intelligence-driven approach and work with other CBP components, including USBP, OFO, the National Targeting Center, and Office of Intelligence. This includes strong participation in the CBP Intelligence Enterprise; leveraging counter-intelligence techniques; and educating AMO agents about their role as a collector of information that feeds into the intelligence cycle.

### Outcome Intelligence Informs Operations

- Initiatives**
- Formalize a unified AMO process for implementing the CBP intelligence cycle
  - Educate workforce regarding their role in the intelligence cycle
  - Assess and obtain appropriate clearances for intelligence sharing
  - Integrate intelligence personnel throughout the organization
  - Prioritize intelligence-driven and collection operations
  - Leverage CBP Intelligence Enterprise to enhance AMO's secure intelligence sharing systems and protocols
  - Leverage counter-intelligence techniques to mitigate vulnerabilities in AMO's tactics, techniques, and procedures
  - Improve execution of congressionally mandated measures
  - Identify performance metrics for the four AMO mission areas and the geographical areas of operation



## Objective 4: Improve Information Sharing

AMO will work appropriately with CBP OIT to pursue the modernization of its voice and data communications using advanced technology that integrates near real-time operational data. This will allow for over-the-horizon and hemispheric connectivity, intelligence blending, and increased sensor capacity, while improving compatibility with external partners and legacy systems. AMO will make this near real-time network available to all appropriate personnel, partners, and stakeholders, and collaborate on developing a common operating picture for the air and maritime domains. Effective

### Outcome Secure Access to a Near Real-Time Operational Picture

- Initiatives
- Coordinate within CBP to develop means to collect, analyze, and transmit AMO data in near real-time
  - Pursue commonality and secure communications interoperability

communication is a critical force multiplier. It will allow AMO personnel to exercise a high degree of autonomy in their decision-making.

## Objective 5: Perform Assessments of Emerging Technologies

AMO operates in a highly technical and ever-changing environment. AMO relies on technology to respond to the threats our nation faces. AMO must work collaboratively and leverage assessments with organizations tasked with monitoring emerging technologies, including CBP OIT, CBP Laboratories and Scientific Services (LSS), and CBP's Innovation Office, to learn the benefits and constraints of new advancements. While emerging technologies have many benefits, some can also be used to further illicit activities. AMO will design and employ approaches to mitigate technological risks to agent safety and national security.

### Outcome Defined Approaches for Mitigating the Risks and Opportunities of Emerging Technology

- Initiatives
- Research and identify different types of technology for use in the marine environment to mitigate threats against agents
  - Establish tactics, techniques, and procedures for use when encountering asymmetric air and maritime security threats
  - Collaborate across government and private industry to counter small unmanned aircraft systems and methods
  - Increase engagement with CBP OIT, CBP LSS, and CBP's Innovation Office for additional capabilities



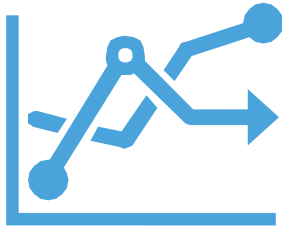
CBP Photo by Donna Burton





# 4

Goal



CBP Photo by Ozzy Trevino

## Integration: *Enhance and Integrate Business and Resource Functions Across AMO*

AMO’s mission areas continue to grow in complexity and breadth. AMO must respond by focusing on organizational, business, and resource needs for the future while maintaining our current fleet. Given the long-term acquisition lifecycle for operational assets, AMO must mature the resource-planning processes to ensure our people are equipped with what they need, when they need it.

AMO is committed to integrated resource management, optimized business processes, and prioritized capability development to remain flexible and adaptive. Effective modifications to AMO’s acquisition lifecycle—such as establishing a strategic resource management framework

with thoughtful application of risks and risk mitigation measures—will ensure personnel safety and the highest standards of specialization that AMO has worked so hard to establish and uphold.

### Objective 1: Integrate Resource Planning

Increasing responsibilities, coupled with limited budgets, requires strategic prioritization and resource management processes. AMO will establish an integrated strategic resource management framework to provide our people with the assets, equipment, training and general support needed to carry out mission areas. This will continue to mature AMO’s resource planning and budget processes which ultimately support CBP’s Planning, Programming, Budgeting, and Accountability (PPBA) process.

AMO acknowledges that being effective is highly dependent on what tool is used to measure that effectiveness. AMO will develop a balanced approach to articulate metrics for mission impact and success. This ensures performing the mission with the maximum value and the best resource solutions.

#### Outcome

Mature Resource Planning and Budget Processes that Inform Coordination for the PPBA

#### Initiatives

- Establish an AMO strategic resource management framework
- Identify AMO resource needs for CBP’s PPBA process consistent with articulated strategy, policies, plans, and operational requirements
- Promote AMO-wide resource planning and execution integration identified in the CBP PPBA process

## Objective 2: Strengthen the Acquisition Lifecycle

AMO will provide operators and personnel with the assets, equipment, training, and general support needed to more effectively execute their core mission areas. To do so, AMO must further define and prioritize our operational needs with an organization-wide view based on input from operators and external stakeholders. These needs must be translated into required capabilities, and convey through the acquisition process. Additionally, as disruptive technologies quickly emerge, it is critical that AMO remain leaders in innovation. As such, AMO will pursue technologies with significant law enforcement potential, independently and together with partners such as CBP components and the DHS Science and Technology Directorate. Examples of these technologies include remotely piloted aircraft and maritime platforms; sensors such as space-based imagery technologies; and mission integration, communication, and data exploitation systems. At the same time, AMO must also maintain sufficient resources by sustaining proven and reliable platforms and systems.

### Outcome Collaborative and Integrated Acquisition Lifecycle

- Initiatives
- Work internally and externally to monitor and prioritize emerging technologies
  - Collaboratively use AMO testbeds to test capabilities in an operational environment
  - Enhance mechanisms for identifying capability gaps and mission needs
  - Leverage Operations Advisory Groups to ensure assets meet mission needs
  - Acquire modular aircraft and vessel components to allow for specific area of responsibility needs
  - Incorporate platform model managers into the acquisition lifecycle



AMO Photo



### Objective 3: Improve Maintenance and Sustainment

A capable and ready fleet of aircraft and vessels allows AMO the agility to succeed along the border and in the Source and Transit Zones. We will continually assess related challenges and maintain the appropriate capabilities and equipment required for operational readiness and effectiveness. Additionally, AMO will coordinate within CBP to use the CBP Cost-Wise Readiness Model to help drive improvements. AMO must deploy advanced and effective technology, while aggressively pursuing opportunities for efficiency and standardization to improve the maintenance and sustainment of our fleet. It is essential that we maintain assets that are capable and available to meet mission needs.

#### Outcome Assets Capable and Available to Meet Mission Needs

- Initiatives
- Prioritize and streamline acquisition and installation of cost-effective new technology applications that have an identified safety and business case
  - Optimize operational availability through communication between operations and sustainment as well as tailored maintenance and sustainment efforts.
  - Modernize, repair, or replace degraded facilities that negatively impact operations and mission readiness
  - Leverage configuration management to drive mission readiness sustainment operations



AMO Photo







# 5 Goal




## Communication: *Tell Our Story*

In the past, AMO's fast-paced evolution and mission-sensitive work have presented obstacles to more transparent and effective communication to both internal and external stakeholders. Direct and open communication is vital to supporting better-informed employees, stakeholders, and a public that understands AMO's value and unique capabilities.

AMO will develop and fully integrate a structured approach to internal and external communications that ensures accurate and consistent information is conveyed to target audiences using their preferred channels. This will enable AMO to effectively convey our unique

identity and justify resource needs. This approach will reinforce the importance of safety, trust, and transparency with our workforce. Our employees will have access to streamlined and formalized processes for sharing and receiving information and feedback.

### Objective 1: Build External Awareness of AMO

AMO will increase outreach and improve awareness among government partners, law enforcement, the aviation and maritime industries, and the general public. This will require a structured and deliberate approach to assessing the information needs of each stakeholder group and tailoring a multi-faceted communications campaign that includes clear, concise messaging and an array of communication channels suitable for each group.

#### Outcome

#### Brand Recognition of AMO and External Awareness of Capabilities

- Initiatives
- Create communications campaign to promote public awareness of AMO
  - Increase engagement and education about AMO's capabilities to select stakeholder groups
  - Develop a campaign for enhancing partnerships within CBP, other agencies, and law enforcement
  - Communicate mission-based and results-based metrics

## Objective 2: Improve Internal Communications

AMO has an incredibly diverse workforce. Our employees each have their own set of information needs and preferred channels of communication. Revised communication approaches will account for tailoring of communications based on geographical locations and position types with consistent top-down messaging and methods for feedback accessible to employees at all levels. Improving internal communications will encourage information sharing, increase employee engagement, and improve employee morale.

### Outcome Workforce is Aware and Unified Around the AMO Identity

- Initiatives
- Assess effectiveness of existing communications channels and revise accordingly
  - Identify gaps and redundancies in AMO policy and communicate revisions
  - Evaluate and appropriately adjust feedback mechanisms for organizational transparency
  - Develop an internal AMO communications plan



AMO Photo



# Strategy Implementation

## Performance Management

AMO will integrate governance, strategy, processes, analysis, and assessments to determine the right mix of investments and acquisitions to attain the capabilities required to carry out our mission. AMO must make well-informed decisions, match investments to objectives,

and balance risk against desired performance levels. Integration of AMO Vision and Strategy 2030 with the PPBA process will ensure alignment with CBP and DHS overarching goals, resource allocation, and assessment of effects achieved.

## Performance Measurement Approach

Performance management is a clear and consistent approach to tracking implementation success. AMO will put processes and checks in place to guarantee a high degree of data integrity. This integrity will improve AMO's ability to deliver a clear, compelling, and

consistent performance summary to key stakeholders, including CBP and DHS leadership. To drive consistency across initiatives, AMO will integrate performance management into existing enterprise performance reporting, structures, and forums.

## Initiative Sequencing and Fiscal Year 2020 Priorities

AMO selected a deliberate set of priority initiatives to focus on in fiscal year 2020. As part of the annual refresh process, AMO will examine progress to-date

and determine which new initiatives to bring online in following fiscal years.

## Annual Refresh

At the end of each year, AMO leadership will conduct a review of AMO Vision and Strategy 2030 initiatives prioritized for that fiscal year. This review will assess the progress of these initiatives, individually and collectively, and reconsider the implementation plan. During this review, leadership will identify initiatives that are on track and those that are behind schedule.

Leadership will also identify initiatives requiring more resources, and recalibrate initiative milestones, as needed, based on changes in the operating environment. Following this portfolio review, AMO leadership will address any necessary decision points, including shifting priorities when required.



## Conclusion

**A**MO Vision and Strategy 2030 clearly identifies organizational priorities and provides a clear and solid path to our future. It aligns with our overarching mission to safeguard our nation.

AMO Vision and Strategy 2030 restates our commitment to maintaining the high-caliber workforce needed to achieve success in accomplishing AMO's mission areas and improving our overall operational effectiveness. It highlights the importance of our people operating together, safely and effectively, to meet evolving threats with increased emphasis on domain awareness, partnerships, and intelligence, as well as continued joint

operations and exercises within CBP and with external partners. It also represents a commitment to ensuring organizational resource management integration, optimal business processes, and developing priority capabilities. AMO Vision and Strategy 2030 reaffirms the need to remain adaptable in response to emerging issues. Overall, this strategy is the roadmap for meeting the future head-on.

## Appendix A

### AMO Strategy Alignment to CBP and DHS Strategies

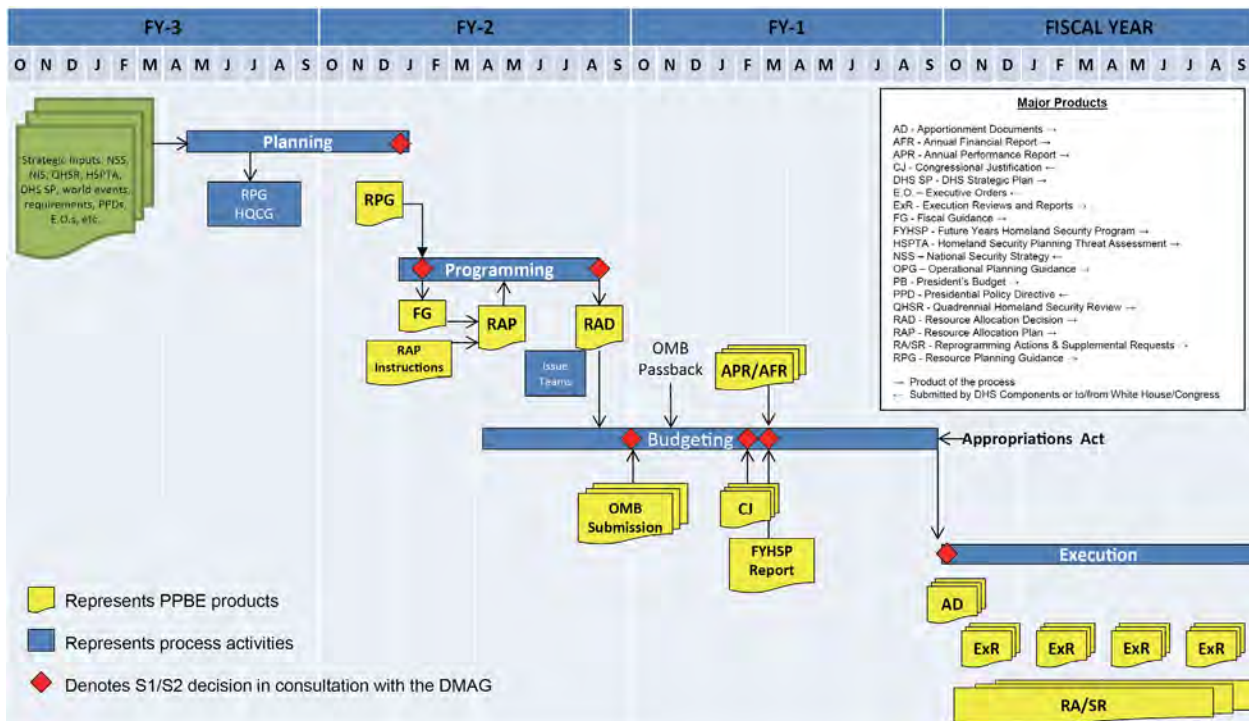
DHS Strategic Plan for Fiscal Years 2020–2024	CBP Strategy 2020-2025	AMO Vision and Strategy 2030
Goal 1, Objective 1.1	Goal 1, Strategic Initiative 1	Goal 3, Objective 3
Goal 1, Objective 1.2	Goal 1, Strategic Initiative 2	Goal 3, Objective 1
Goal 2, Objective 2.1	Goal 3, Strategic Initiative 3	Goal 3, Objective 3
Goal 2, Objective 2.2		Goal 3, Objective 5
Goal 6, Objective 6.2	Goal 2, Strategic Initiative 1	Goal 3, Objective 2
	Goal 2, Strategic Initiative 2	Goal 5, Objective 1
		Goal 1, Objective 1
		Goal 1, Objective 2
		Goal 1, Objective 3
		Goal 1, Objective 4
		Goal 2, Objective 1
		Goal 2, Objective 2
Goal 6, Objective 6.1	Goal 2, Strategic Initiative 3	Goal 3, Objective 2
		Goal 4, Objective 1
		Goal 4, Objective 2
		Goal 4, Objective 3
		Goal 5, Objective 2
Goal 6, Objective 6.3	Goal 3, Strategic Initiative 2	Goal 3, Objective 4
		Goal 3, Objective 5



# Appendix B

## Resource Management Cycles

Planning, Programming, Budgeting, and Accountability (PPBA) provides the Agency and its programs with the optimal mix of people, equipment, technology, and process management within fiscal constraints to successfully achieve CBP's mission, goals, and objectives.







U.S. Customs and  
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CBP Publication No. 0983-1119  
October 2019  
[www.cbp.gov](http://www.cbp.gov)